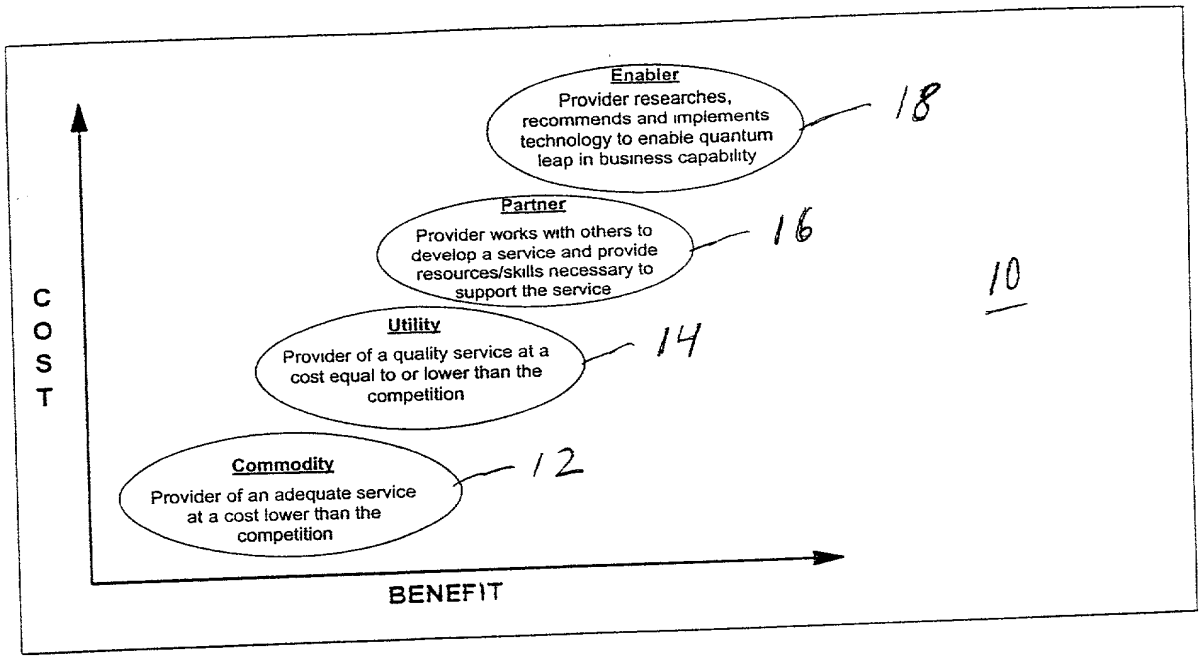
Enabler
Provider researches, recommends and implements technology to enable quantum leap in business capability
18
Partner
Provider works with others to develop a service and provide resources/skills necessary to support the service
16
10
Utility
Provider of a quality service at a cost equal to or lower than the competition
14
Commodity
Provider of an adequate service at a cost lower than the competition
12
COST
BENEFIT

FIG. 1

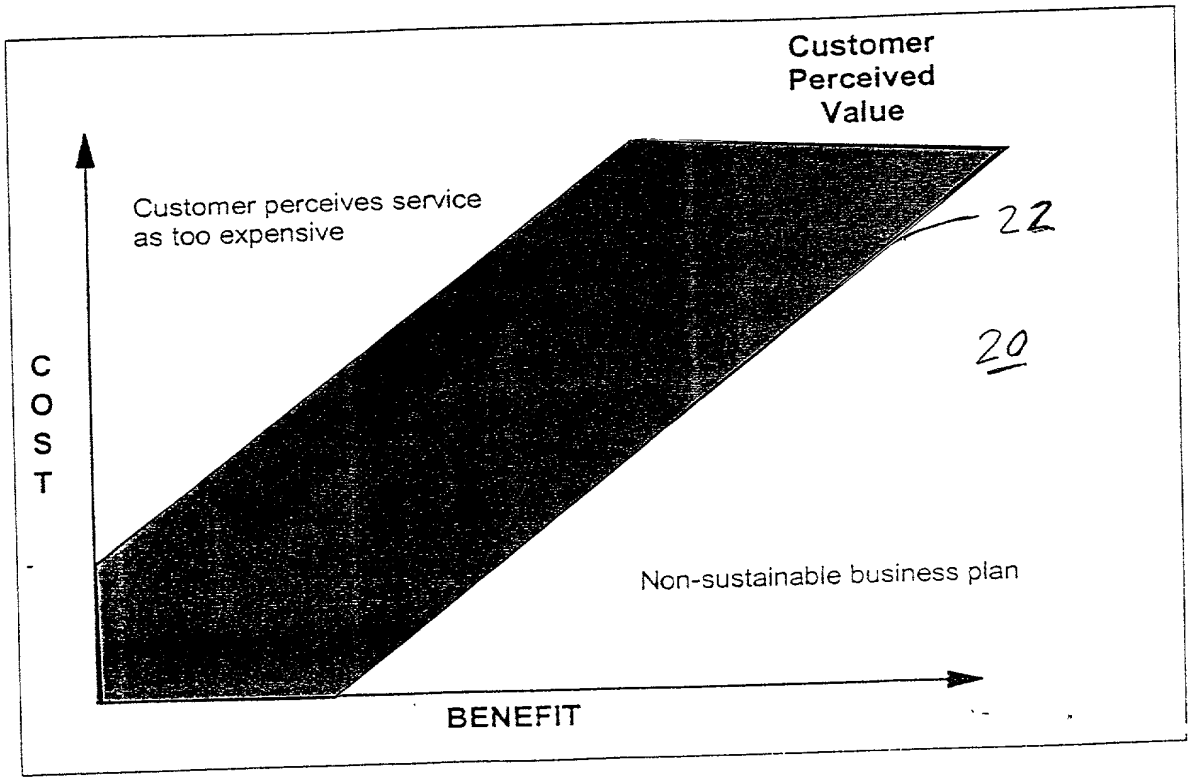
Customer Perceived Value
Customer perceives service as too expensive
22
20
Non-sustainable business plan
COST
BENEFIT

FIG. 2

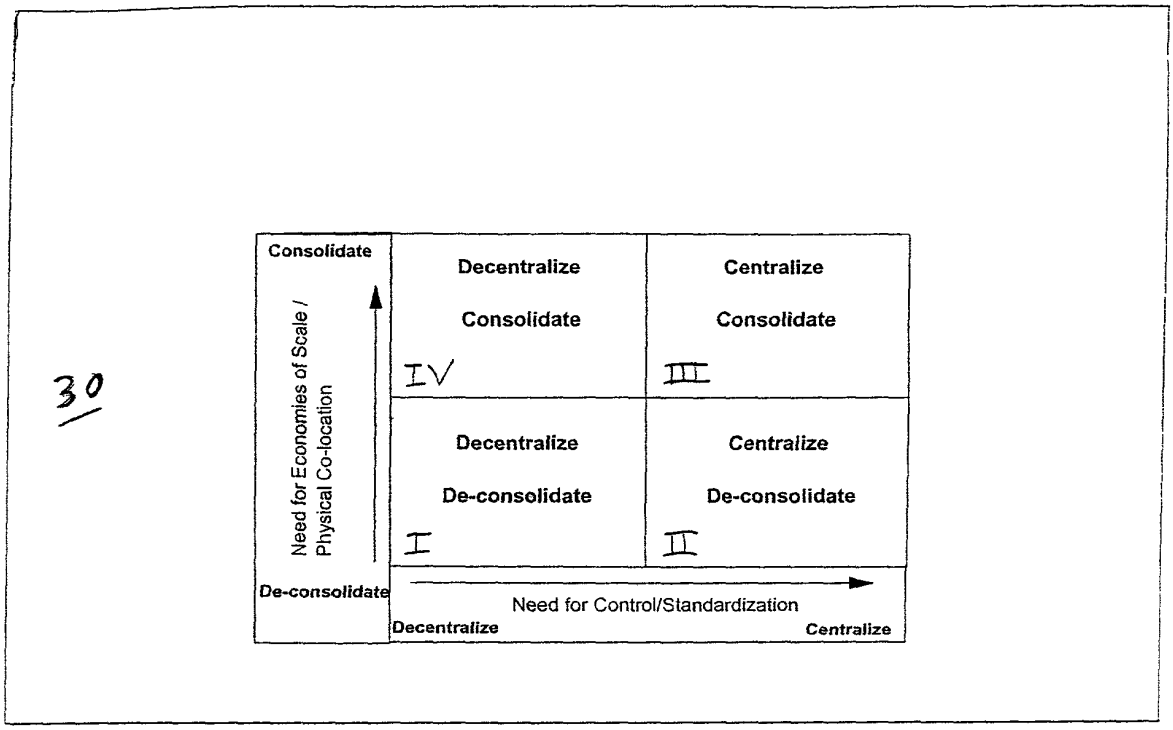
30
Consolidate
Need for Economies of Scale / Physical Co-location
De-consolidate
Decentralize
Consolidate
IV
Centralize
Consolidate
III
Decentralize
De-consolidate
I
Centralize
De-consolidate
II
Need for Control/Standardization
Decentralize
Centralize

FIG. 3

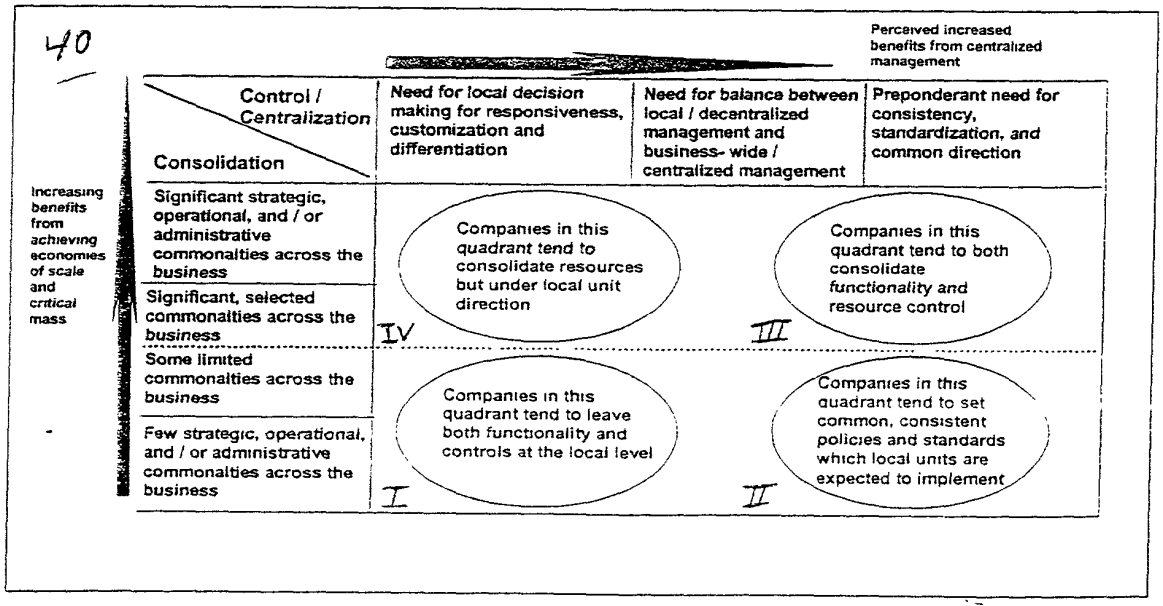
40
Perceived increased benefits from centralized management
Control / Centralization
Consolidation
Need for local decision making for responsiveness, customization and differentiation
Need for balance between local / decentralized management and business- wide / centralized management
Preponderant need for consistency, standardization, and common direction
Increasing benefits from achieving economies of scale and critical mass
Significant strategic, operational, and / or administrative commonalties across the business
Significant, selected commonalties across the business
Some limited commonalties across the business
Few strategic, operational, and / or administrative commonalties across the business
Companies in this quadrant tend to consolidate resources but under local unit direction
IV
Companies in this quadrant tend to both consolidate functionality and resource control
III
Companies in this quadrant tend to leave both functionality and controls at the local level
I
Companies in this quadrant tend to set common, consistent policies and standards which local units are expected to implement
II

FIG. 4

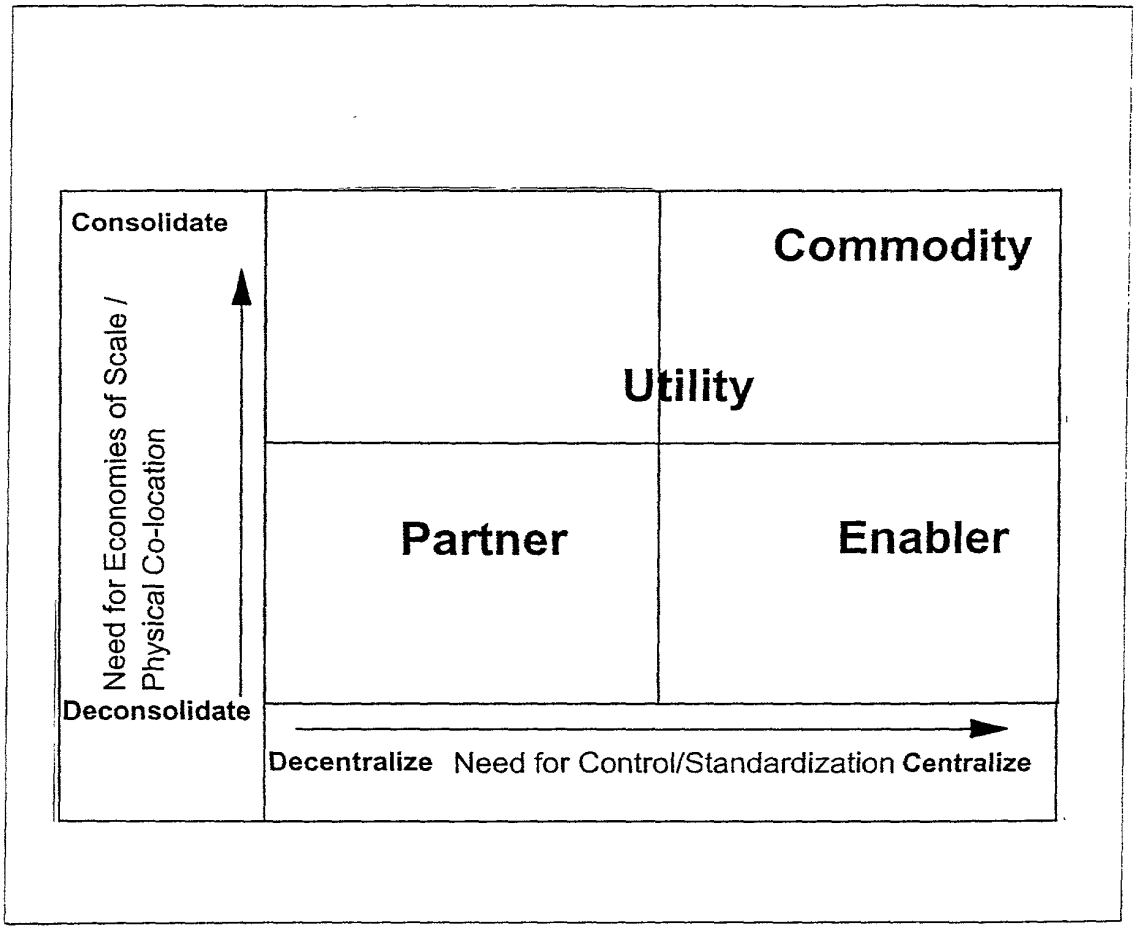
Consolidate
Need for Economies of Scale / Physical Co-location
Deconsolidate
Commodity
Utility
Partner
Enabler
Decentralize
Need for Control/Standardization
Centralize

FIG. 5

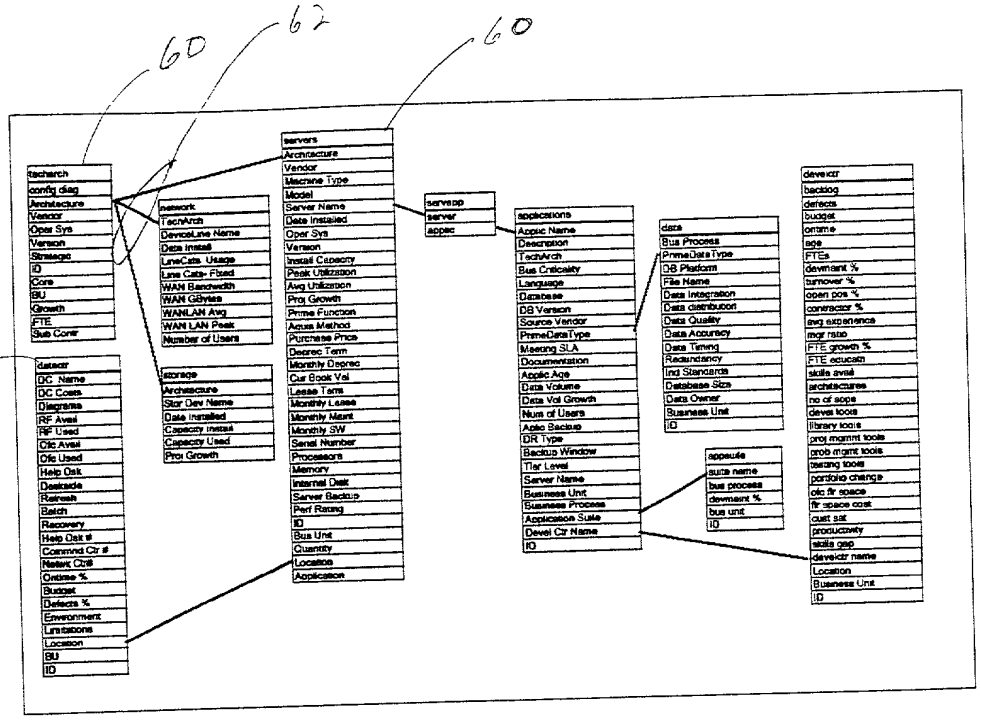
60
62
60
60
techarch
config diag
Architecture
Vendor
Oper Sys
Version
Strategic
ID
Core
BU
Growth
FTE
Sub Contr
network
TechArch
DeviceLine Name
Data Instal
LineCats Usage
Line Cats- Fbed
WAN Bandwidth
WAN GBytes
WANLAN Avg
WAN LAN Peak
Number of Users
storage
Architecture
Stor Dev Name
Date Installed
Capacity Instal
Capacity Used
Proj Growth
datactr
DC Name
DC Cores
Diagrams
RF Avail
RF Used
Clic Avail
Clic Used
Help Desk
Deskside
Refresh
Batch
Recovery
Help Desk #
Commnd Ctr #
Netwk Ctr#
Online %
Budget
Defects %
Environment
Limitations
Location
BU
ID
servers
Architecture
Vendor
Machine Type
Model
Server Name
Date Installed
Oper Sys
Version
Install Capacity
Peak Utilization
Avg Utilization
Proj Growth
Prime Function
Acqus Method
Purchase Price
Deprec Term
Monthly Deprec
Cur Book Val
Lease Term
Monthly Lease
Monthly Maint
Monthly SW
Serial Number
Processors
Memory
Internal Disk
Server Backup
Perf Rating
ID
Bus Unit
Quantity
Location
Application
servapp
server
appsc
applications
Applic Name
Description
TechArch
Bus Criticality
Language
Database
DB Version
Source Vendor
PrimeDataType
Meeting SLA
Documentation
Applic Age
Data Volume
Data Vol Growth
Num of Users
Applic Backup
DR Type
Backup Window
Tier Level
Server Name
Business Unit
Business Process
Application Suite
Devel Ctr Name
ID
data
Bus Process
PrimeDataType
DB Platform
File Name
Data Integration
Data distributed
Data Quality
Data Accuracy
Data Timing
Redundancy
Ind Standards
Database Size
Data Owner
Business Unit
ID
appsuite
suite name
bus process
devmaint %
bus unit
ID
develctr
backlog
defects
budget
orgname
age
FTEs
devmaint %
turnover %
open pos %
contractor %
avg experience
mgr ratio
FTE growth %
FTE educatn
skills avail
architectures
no of apps
devel tools
library tools
proj mgmnt tools
prob mgmt tools
testing tools
portfolio chnge
clic flr space
flr space cost
cust sat
productivity
skills gap
develctr name
Location
Business Unit
ID

FIG. 6

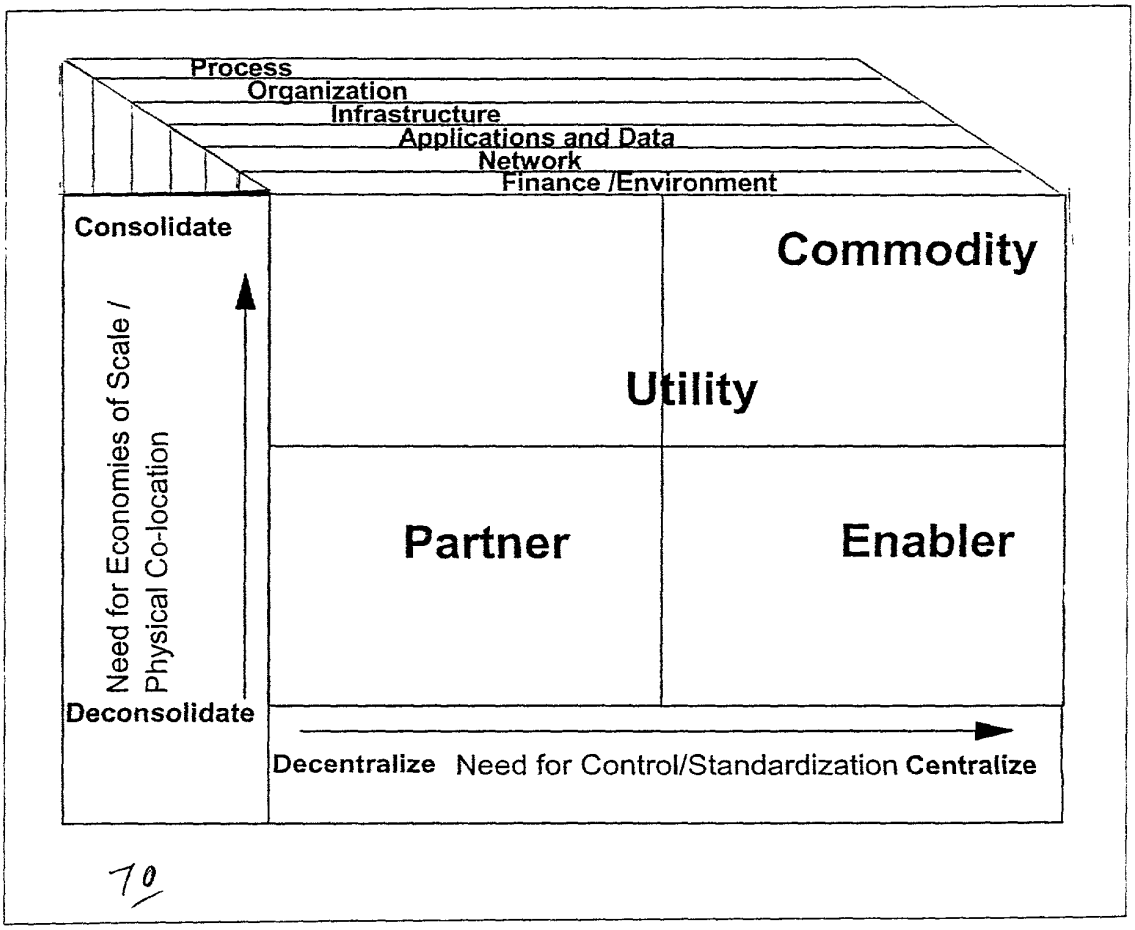
Process
Organization
Infrastructure
Applications and Data
Network
Finance /Environment
Consolidate
Need for Economies of Scale / Physical Co-location
Deconsolidate
Commodity
Utility
Partner
Enabler
Decentralize
Need for Control/Standardization
Centralize
70

FIG. 7

Domain	Consoli date	Deconsolidate	Centralize	Decentra lize
Process	Processes executed at only one location	Processes executed at multiple locations	Activities/policies defined once	Multiple iterations of the same process
Infrastructure	Technology physically co-located	Technology at multiple locations, close to users	Maximum utilization/multiple functions on single box/architecture	Segregation by business unit/function, multiple architectures
Applications/data	Applications written/maintained from single location	Applications written/maintained by business unit	Single application to perform function	Multiple applications to perform the same function
Organization	Resources co-located in single location	Resources distributed by business unit/geography	Single, central authority	Authorities delegated to business unit
Network	Consolidated networks, multi-use, little distinction or prioritization of traffic	Multiple point to point networks with no central routing. Priority given to key business traffic	Minimal number of protocols/diversity within the architecture	Multiple protocols/networks to proivde maximum flexibility
Environment	All equipment physically housed within single geography	Locations physically dispersed	All environment decision coordinated centrally	Environmental decision making process delegated by geography

FIG. 8

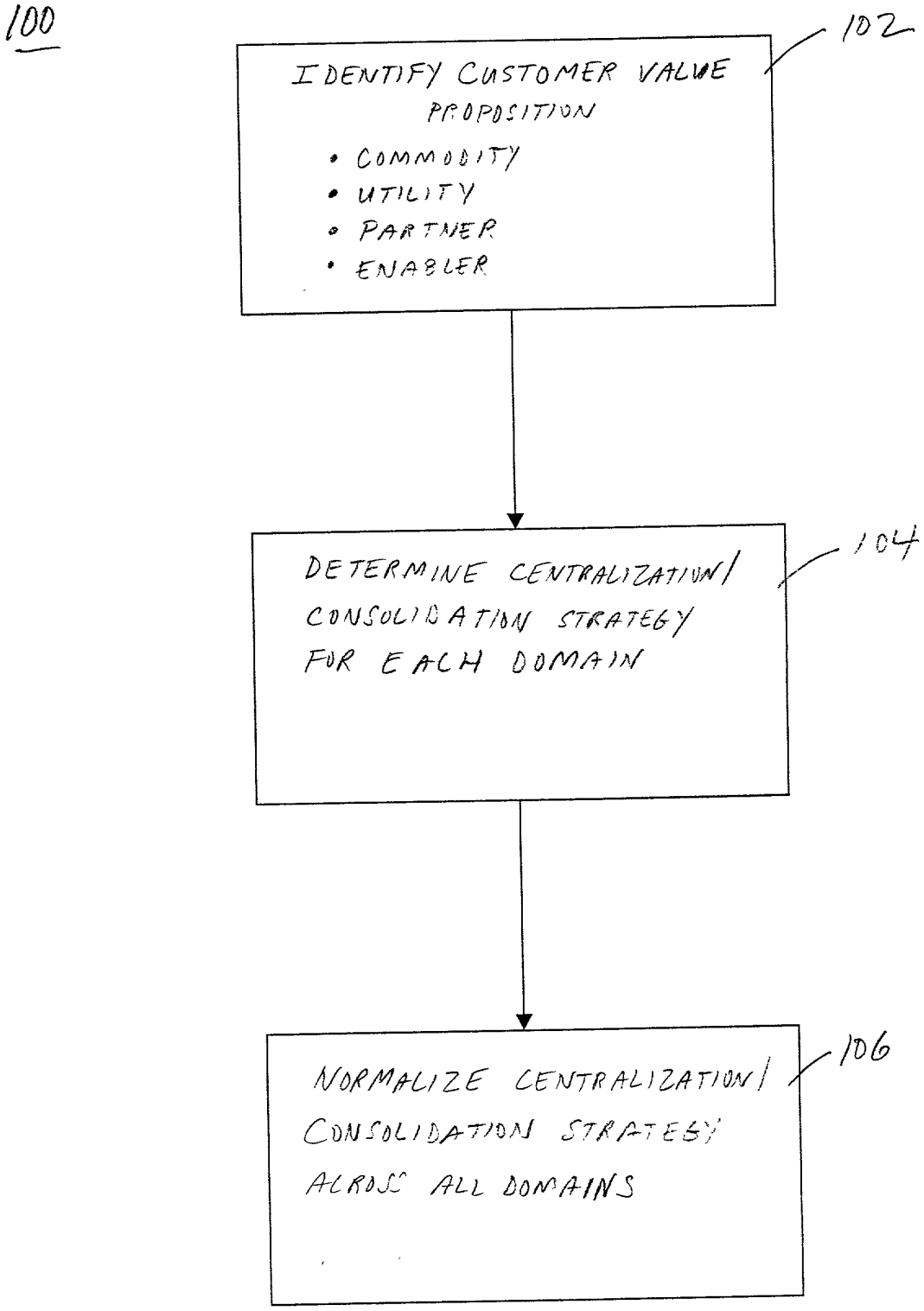
100
IDENTIFY CUSTOMER VALUE PROPOSITION
• COMMODITY
• UTILITY
• PARTNER
• ENABLER
102
DETERMINE CENTRALIZATION/ CONSOLIDATION STRATEGY FOR EACH DOMAIN
104
NORMALIZE CENTRALIZATION/ CONSOLIDATION STRATEGY ACROSS ALL DOMAINS
106

FIG. 9